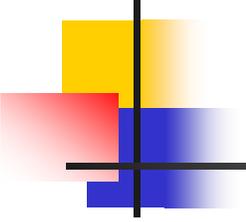


ELAM Program:

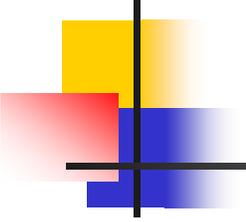
Mentoring at the Senior Level

Page S. Morahan, Ph.D.
Co-director, ELAM Program
Drexel University College of Medicine
November 2007



ELAM Goals

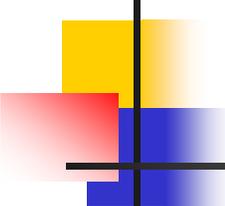
1. Increase *number* of women faculty in leadership positions in academic health centers and related institutions
2. Ensure *sustained success* of women faculty in leadership positions
3. *Change the culture* of these institutions to value the contributions of all members

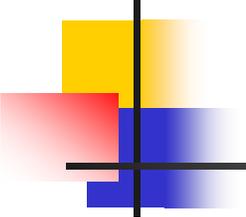


Profile of ELAM Fellows

- Fellows from 90% of U.S. SOM, 50% of SOD and now SPH → nearly 525 Fellows to date
- 48 Fellows/year
 - Full or Associate Professors
 - Associate/Assistant Deans, Chairs, Vice-Chairs, Section Chiefs, Center Directors
 - 80% clinical sciences, 10% basic sciences, 10% social sciences/health policy
- Diversity – Fellows, Faculty

ELAM Program

- 
- Year-long part-time program – 48 Fellows
 - 3 separate weeks of intensive study on site
 - Nationally recognized faculty & adult learning strategies
 - Application of learning at home institution
 - Learning community
 - **Summer** pre-program reading and other assignments
 - **Fall Session I** (Philadelphia)
 - **Winter Session II** (and AAMC)
 - **Virtual Session:** Learning community; institutional project, Benchmarks developmental plan, interviews with key administrators
 - **Spring Session III** (Philadelphia)
 - **Post-ELAM** skills application, development, network and mentor expansion
 - **SELAM**



ELAM Curriculum

- **Traditional MBA topics**
 - Financial management
 - Strategic planning and organizational transformation
- **Emerging Issues in Academic Medicine**
 - Converging academic and corporate leadership paradigms
 - Information technology
 - Developing inclusive community
 - Whole system planning methods
- **Personal Professional Development**
 - Close community
 - Myers-Briggs
 - Benchmarks 360⁰
 - Personal dimensions of leadership
 - Communication
 - Career strategies
 - Network development
 - Working with mentors
- **Dean's Forum**

ELAM National Outcomes at 13 Years

ELAM Alumnae

- *Deans of US medical/dental/PH schools:* 24% (11/46)
- *University:* Chief Academic Officer, VPs, Provosts, and Deans
- *Hospital:* President & CEO, Chief Medical Officer
- *VA:* Chief of Staff
- *Foundation:* Executive Director
- *Association:* Associate VP
~ *As of Jan 2007*

Benefits to Institution

- *Broadened knowledge & perspective:* leadership and management skills to address AHC challenges
- *Action project:* to advance a goal or address a need of AHC, adding value to school, department, committees
- *Access:* to national network of skilled leaders

ELAM National Outcomes at 13 Years

Impact on Programs & Institutions

- ELAM → other programs
 - Foundation for Advancement of International Medical Education and Research (FAIMER) Institute
 - Bryn Mawr College's Nonprofit Executive Leadership Institute (NELI)
 - ELAM Mediterranean planning project (Hadassah College Jerusalem)
- Consultation
 - AAMC and ADEA
 - NIH ORWH (AXXS); OWH (CoE Women's Health Leadership); Fogarty Internatl Ctr
 - Bishop Fellowship Program
 - NSF ADVANCE programs
- Consultation on positions/advancement

Research & Evaluation

- Longitudinal within group study
 - pre-post surveys, in-depth interviews
- Analysis of written statements
 - application, listserv
- Comparison surveys
 - AAMC matched women, non-accepted women
- Organizational climate interview & survey
 - Deans



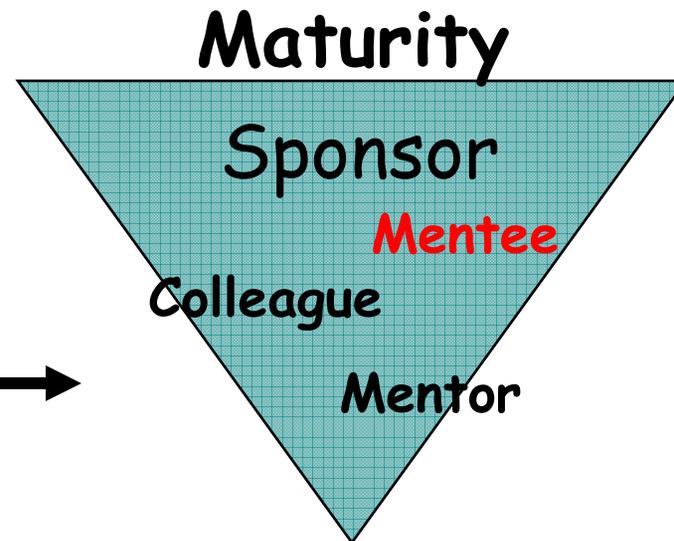
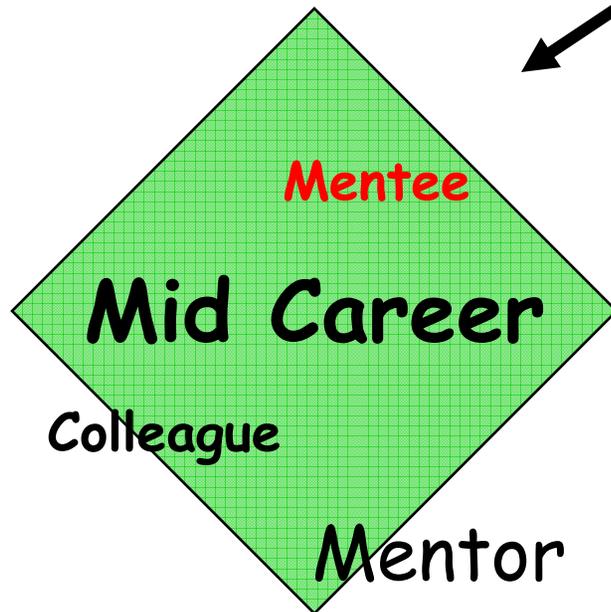
*Mentoring Design
for ELAM*

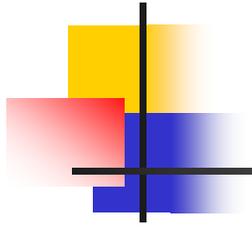
Group Mentoring

Mentoring Through the Career: Entry, Establishment, Maturity

Apprentice → Colleague

Professional Support
Team & Mentoring





Why?
To counter
Isolation
(Achilles Heel
of Leaders)



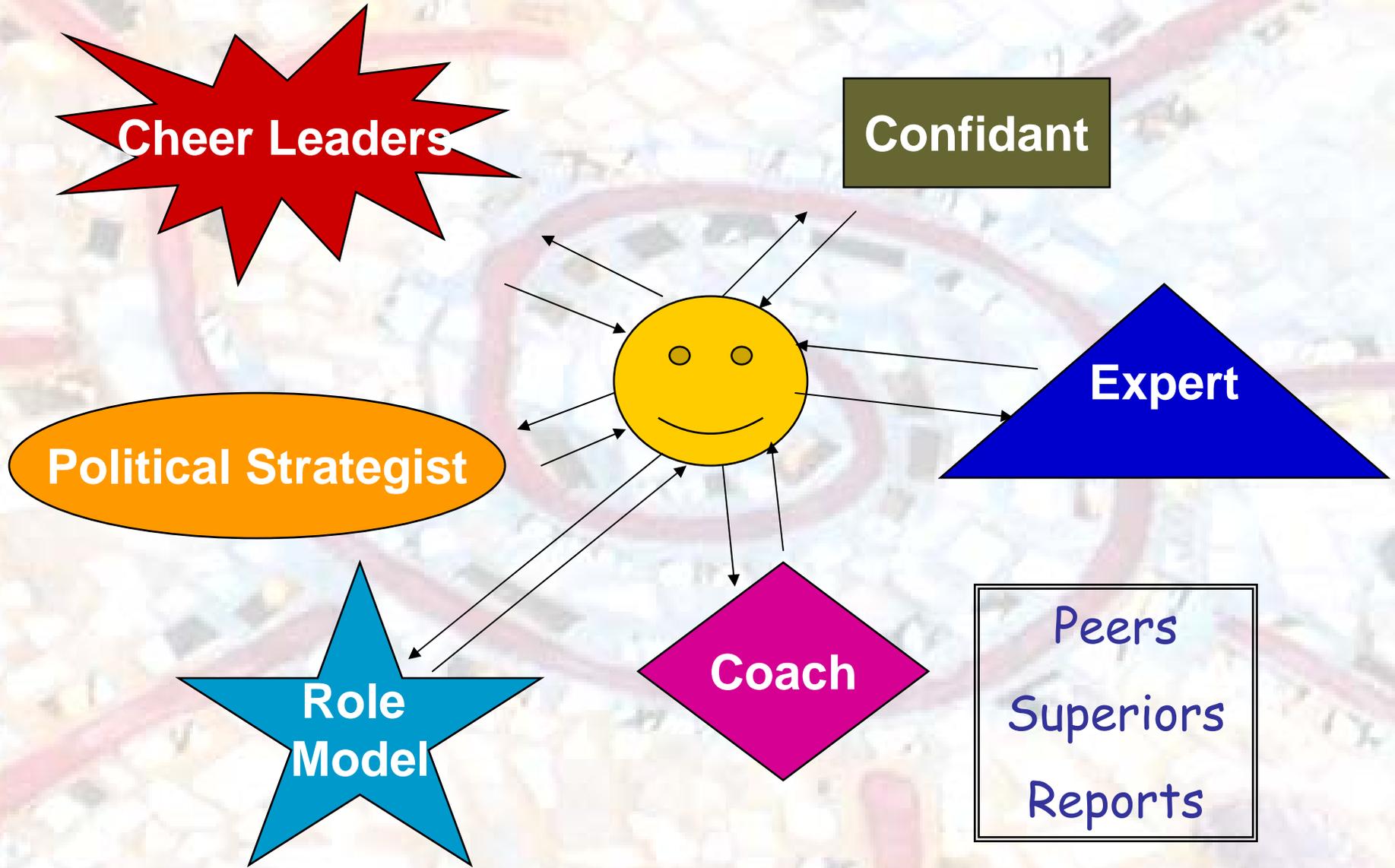
A Classification of Advisers



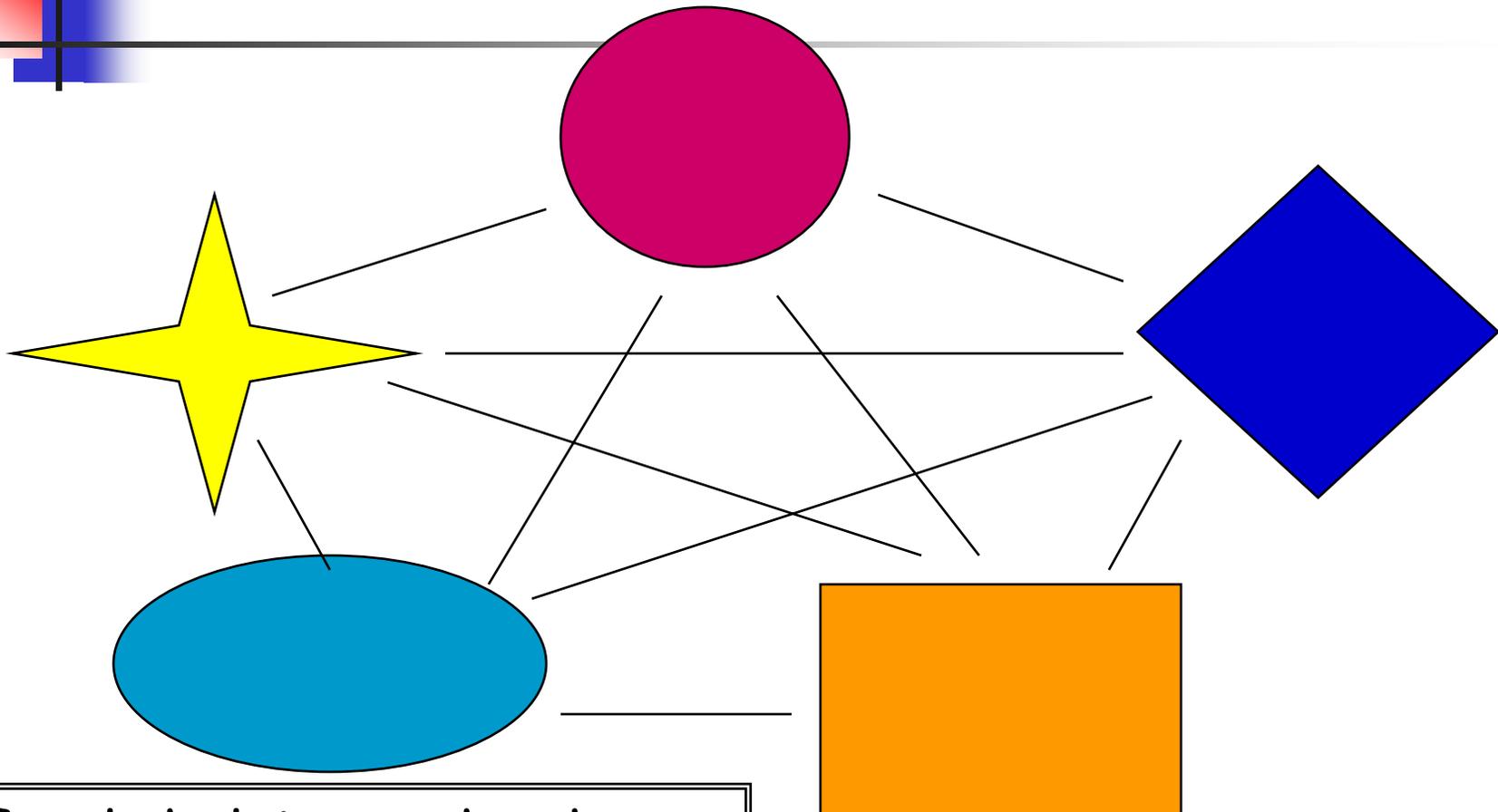
Peter Senge, Saj-Nicole Joni,
Deborah Merrill-Sands,
Reflections, Vol 6, 2005

- **1st Opinion** – own internal inquiry
- **2nd Opinion** - others
 - Great expertise and insight
 - Interest and stake in outcomes
- **3rd Opinion** - outside insight
 - Independent, dispassionate sounding board – no vested interest
 - Trusted thinking partner
 - Challenger – questioner of assumptions, norms, “truths”
 - Frank and introspective reflection

1. Leaders Need Mosaic of Advisers



2. Power of Peer Network Mentoring

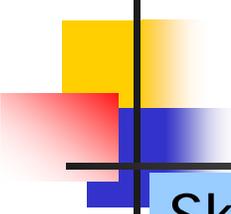


Equals helping each other

3. Senior Woman Mentoring Others



Nancy Gary
mentoring
fellow
alumnae of
Woman's
Medical
College



Overall Lessons Learned: *Teaching Leadership to Women*

Skills & Knowledge

- Assessment
- Expert instruction, adult learning principles
- In-depth skill development
- Networking

Close Community

- Prolonged contact via
 - Learning teams, action learning projects (real)
 - Repeated meetings & follow up connection

Increased Self-efficacy

- Reflection/self-discovery
- Coaching, mentoring
- Increased visibility
- Working with bosses